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ABSTRACT

The items in this instrument are designed to represent NSPRA Program Standards. The instrument is intended to serve as a basis for evaluating the extent to which an organization has made provision for organizing and conducting a formal public relations program as advocated by NSPRA. The standards adopted by NSPRA appear in boxes and the evaluation item(s) pertaining to each standard appear immediately following each box. A summary form lists the eight major categories of standards and indicates how many evaluation items are included in each category. An appendix contains official documents adopted by the Association, such as standards for educational public relations programs and professionals, ethics for educational public relations, and constitution and bylaws. (Author)

ED 066792

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Evaluation Instrument for Educational Public Relations Programs

Based on
Educational Public Relations Standards
Adopted by the
National School Public Relations Association

EA 004 395

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Introduction

The items in this instrument are designed to represent NSPRA Program Standards in operation. By using this instrument, school public relations professionals and the executive officer(s) of an educational organization (as defined by NSPRA, the term "educational organization" includes school districts; community colleges; and national, regional, state, or local associations and agencies) should be able to perform an evaluation of their public relations unit.

This instrument is not designed to provide an indication of *how good* or *how bad* the organization's PR is. Neither is it designed to assess the *product* of the organization's formal PR program. It is intended to serve only as a basis for evaluating the extent to which the organization has made provision for organizing and conducting a formal public relations program as advocated by NSPRA.

Such an evaluation, if performed realistically and honestly, should identify strengths and weaknesses of the organization's public relations unit and provide a factual basis for making decisions in the interest of strengthening the unit. Information compiled through using this instrument also may serve as the basis for an annual report on the public relations unit to the governing body of the organization.

The user of this instrument will note that the Standards adopted by NSPRA appear in boxes and the evaluation items(s) pertaining to each Standard appear immediately following each box. In responding to some items, the user may find it necessary to use a non-literal approach. Also, he should feel free to qualify responses wherever necessary or desirable.

Responses are limited to *Yes* or *No*. If only partial responses may be given, note the qualifications below the response. Since some areas require more activity than others, the *Yes* responses cannot be equally weighted. A simple count of *Yes* responses is not very meaningful. Each standard and item must be reviewed independently and in the context of the others. Thus, a summary form has been provided on the last page of the instrument. It lists the eight major categories of NSPRA Program Standards, indicates how many evaluation items are included in each category, and provides space for the user to note how many items are being met or not met. Immediately preceding the summary form is a scoring worksheet on which the user should mark his responses.

I. CLEAR CONCEPT OF THE PURPOSES OF THE PUBLIC RELATIONS PROGRAM

1. The educational organization shall commit to writing a clear and concise policy statement with respect to its public relations program.

	YES	NO
Such a policy statement has been prepared.	☐	☐

2. The policy statement shall be approved through formal action of the governing body of the organization, shall be published in its policy manual, and shall be subjected to review by the governing body annually.

a. A policy statement has been approved at a meeting of the governing body of the organization.	☐	☐
b. The approved policy statement is published in the organization's policy manual.	☐	☐
c. The policy statement has been reviewed by the governing body within the past twelve months.	☐	☐

3. The policy statement shall express the purposes of the organization's public relations program and shall provide for the delegation of such authority to the executives of the organization as deemed necessary to facilitate the achievement of such purposes.

a. The policy statement includes the purposes of the public relations program.	☐	☐
b. The policy statement identifies the roles to which public relations authority is delegated.	☐	☐
c. The policy statement clearly indicates the extent of authority delegated.	☐	☐

4. The provisions of the policy statement shall be

	YES	NO
made known to the entire staff or membership of the organization through all appropriate means. As a minimum, the provisions shall be published in the personnel handbook or other publications of the organization.		
a. The policy statement is published in the personnel handbook or policy manual of the organization.	☐	☐
b. The personnel handbook or policy manual of the organization is distributed to the entire staff or membership or is readily accessible to them.	☐	☐
5. Commitment to the achievement of the purposes of the organization's public relations policy shall be demonstrated through the allocation of adequate human and financial resources to the public relations program.		
a. The public relations program has an identifiable staff with the primary task of public relations activities.	☐	☐
b. The public relations program has a specific budgetary allocation for human and material resources.	☐	☐
c. The public relations program budget reflects all major public relations expenditures made by the organization.	☐	☐
d. The public relations budget is judged to be adequate by the executive officer of the program for the assigned tasks and to meet NSPRA Program Standards.	☐	☐

II. PROVISION FOR PUBLIC RELATIONS PROFESSIONAL(S) IN THE ORGANIZATION.

6. Recognition of public relations as a management function of primary importance shall be demonstrated through the existence of a public		

	YES	NO
relations unit in the organization staffed by professional public relations personnel.		
a. The organization maintains an identifiable unit specializing in public relations.	☐	☐
b. The staff of the public relations unit includes practicing public relations personnel qualified by experience and/or training in public relations roles.	☐	☐

III. RELATIONSHIP OF THE PUBLIC RELATIONS PROFESSIONAL TO THE GOVERNING BODY, THE ADMINISTRATION, AND STAFF OF THE ORGANIZATION

	YES	NO
7. The executive officer in charge of a public relations unit shall be directly responsible to the chief executive of the organization and shall be a full participating member of his administrative cabinet.		
a. The executive officer in charge of the public relations unit is directly responsible to the chief executive of the organization.	☐	☐
b. The executive officer in charge of the public relations unit is a full participating member of the chief executive's administrative cabinet, or similar key advisory body.	☐	☐
8. The public relations unit of an organization shall function in a counseling capacity to the governing body of the organization and its entire staff or membership.		
a. The public relations unit of the organization provides counseling and consultative services to the governing body of the organization.	☐	☐
b. The public relations unit provides		

	YES	NO
counseling or consultative services to the entire staff or membership of the organization within the purposes of the unit.	☐	☐

IV. PROVISION FOR ADEQUATE RESOURCES FOR THE PUBLIC RELATIONS PROGRAM

A. Professional Public Relations Staffing

A major requirement for a public relations program is staff to develop and carry out that program. Major professional public relations staffing standards (in addition to adequate supporting staff) shall include:

9. Sufficient staff to accomplish the objectives of an organization and to cope with the variety of conditions and problems inherent in specific total programs.

		YES	NO
a.	The executive officer of the public relations unit devotes full-time to the public relations task area.	☐	☐
b.	Staff members assigned to the public relations unit are free from the kind of collateral responsibilities which limit their effectiveness within the public relations unit.	☐	☐
c.	The public relations unit is organized to perform the regular functions necessary to meet its objectives.	☐	☐
d.	The public relations unit is usually able to respond to crisis conditions and special problems.	☐	☐

10. As a general rule, a minimum allocation of full-time professional public relations staff shall be as follows for:

a. School district only, based upon size of

student enrollments	YES	NO
One or more for up to 24,999 pupils Two or more for 25,000 to 49,999 pupils Three or more for 50,000 to 99,999 pupils Five or more for 100,000 and over		

Enrollment for this school district is _____ pupils.

The public relations unit consists of _____ professionals.

This conforms to the minimum standards of NSPRA. ☐ ☐

b. State education association only, based upon number of members

One for 1,000 to 5,000 members
Two for 5,000 to 10,000 members
Three for 10,000 to 20,000 members
Four for 20,000 to 30,000 members
Five for 30,000 to 40,000 members
Six for 40,000 members and over

(A state association public relations staff member is anyone who is spending a majority of his time carrying out his public relations responsibilities. These are minimum staff requirements and shall be increased in relation to the number of local associations served and/or for state associations having extensive service programs.)

This association has _____ members.

The public relations unit consists of _____ professionals.

This conforms to the minimum standards of NSPRA. ☐ ☐

c. State department of education only, based upon total state department staff

(1) At least one full-time professional public relations specialist no matter what is the size of the staff.

(2) A minimum staff for a quality PR program for an average size state

	YES	NO
department of 750 to 1,000 staff members should consist of the following professional staff members: (a) director (b) writer (c) graphic arts specialist (d) editor to handle publication not of a PR nature (3) The professional staff listed above should have or include at least one specialist in each of the following areas, or have access to such contract services. (a) news media relations (b) design and layout of publications (c) photography (d) art (e) broadcast media and film (electronic media) (f) working with local school districts to assist them in their communication program (g) producer of periodicals requiring journalistic skills (with deadlines involved)		
(1) <u>Answer this only if there are fewer than 750 staff members in this state department</u>. There is at least one full-time public relations professional on the staff.	☐	☐
(2) <u>Answer this only if there are 750 or more staff members in this state department</u>. The public relations unit consists of at least one of each of the following professional public relations staff members: (a) director (b) writer (c) graphic arts specialist (d) editor to handle publications not of a PR nature	☐	☐

	YES	NO
(3) <u>All state departments of education answer this question</u> The professional staffs listed immediately above (in 10-c-1 and 10-c-2) include at least one specialist in each of the following areas or have access to such contract services.	☐	☐

(a) news media relations
(b) design and layout of publications
(c) photography
(d) art
(e) broadcast media and film (electronic media)
(f) working with local school districts to assist them in their communication programs
(g) producer of periodicals requiring journalistic skills (with deadlines involved)

11. <u>Local education association only</u>. Local education associations shall seek professional public relations assistance from state and national affiliates and when necessary shall have additional qualified public relations assistance on either a full-time or part-time basis.

		YES	NO
a.	The state affiliate provides public relations help or service to the local association.	☐	☐
b.	The national affiliate provides public relations help or service to the local association.	☐	☐
c.	The local organization has access to additional qualified full-time or part-time public relations assistance when necessary.	☐	☐

12. The public relations staff and consultants shall meet NSPRA's Standards for Educational Public Relations Professionals.

	YES	NO
a. Each staff member has been provided a copy of NSPRA Professional Standards and has performed a self-evaluation of his qualifications.	☐	☐
b. Each staff member's qualifications have been compared to NSPRA Standards for Educational Public Relations Professionals.	☐	☐
c. In a general application of standards, staff members meet these standards.	☐	☐

13.

Provision shall be made for continuous quality public relations training and development of the members of the professional public relations staff.

Inservice
Formal university
NSPRA seminars and conference
Other programs (industry, public agency)

a. All professional staff members are given the opportunity to participate in staff development activities such as those listed above.	☐	☐
b. All professional staff members participate in at least some of these activities or programs.	☐	☐

B. Operating Budget and Financing

Operating budgets shall include sufficient funds for the public relations services and programs recommended in these standards. Provision for financing should be based on such factors as enrollment, membership, total operational expenditures, and special communication needs of the organization. Major public relations services to be financed, other than staff, shall include:

14.

Materials and equipment

a. Sufficient supplies are provided to facilitate an optimum program to meet		

	YES	NO
the objectives and commitments of the public relations unit.	☐	☐
b. Work stations (desks, chairs, bookcases, filing cabinets) are provided for professional, secretarial and clerical staff assigned to the public relations unit.	☐	☐
c. The public relations unit has adequate dictation, transcription, and typewriting equipment available.	☐	☐
d. Reproduction equipment and supplies (mimeograph, art materials, Xerox, etc.) are assigned or readily available to the public relations unit.	☐	☐
15. Facilities		
a. The public relations unit has adequate telephone facilities.	☐	☐
b. The public relations unit has suitable spaces readily available for staff conferences, media briefings, etc.	☐	☐
c. The public relations unit has adequate working spaces for professional staff members (minimum of 125 sq. feet of office space per staff member).	☐	☐
d. The public relations unit has adequate working space for secretarial and clerical staff members (minimum of 75 sq. feet per employee, exclusive of storage and filing space).	☐	☐
16. Technical services--publications, advertising, audiovisual, radio, television, etc.		
a. The public relations unit has subscriptions to appropriate local, state, and national printed media.	☐	☐
b. If appropriate to local and state conditions, the public relations unit has budget for and access to advertising space or radio-TV time.	☐	☐

	YES	NO
c. The public relations unit has access to audiovisual services, including budget or personnel for art work and equipment to prepare film, slides, and overhead transparencies.	☐	☐
d. The public relations unit has equipment for taping interviews, radio and television programs, etc., where these functions are performed within the unit, or has access to facilities for the preparation of television shorts, radio announcements, etc.	☐	☐

17. Professional growth activities

	YES	NO
a. There is a systematic procedure for determining which professional staff members may attend professional meetings, including NSPRA seminars and conferences.	☐	☐
b. The registration fee and expenses of the designated public relations professional staff members attending NSPRA national or special seminars are paid by the organization.	☐	☐
c. Inservice professional growth activities relevant to the public relations staff are provided at the same level of support as those provided for the general profession staff of the organization.	☐	☐

18. Research and evaluation

	YES	NO
Budget is provided for evaluation and research as required by NSPRA Standards.	☐	☐

C. Development of Factual Information

A reservoir of factual information is essential to the public relations program. This requires a systematic process for providing dependable information for the communications and public relations functions.

		YES	NO
19.	**The organization shall maintain a research program providing information about curriculum, finance, construction, legislation, innovations, staffing, teacher-board relations, population trends, public opinion, and other major areas of concern.**		
	a. The organization maintains an evaluation and research unit.	☐	☐
	b. The evaluation and research unit facilitates defining, obtaining, and providing information relevant to the organization's goals.	☐	☐
	c. A continuously updated information base is maintained for the organization and its constituency.	☐	☐
20.	**The public relations unit shall have immediate access to all research information.**		
	Research information is directly accessible to the public relations unit.	☐	☐
21.	**The public relations unit shall have authority to initiate or suggest pertinent research studies.**		
	a. Suggestions of the public relations unit for research studies are subjected to the same criteria as suggestions from other units in the establishing of priorities, with additional considerations being given for crisis situations.	☐	☐
	b. Research studies initiated by the public relations unit are supported at a budget level equivalent to studies initiated by other units in the organization.	☐	☐

	YES	NO

V. PROVISION FOR INTERNAL COMMUNICATIONS

A sound and effective system of internal communications is a vital part of the public relations program. This system shall provide for:

22. Identification of specific individuals and groups within an organization with which continuous communications and relationships are required.

	YES	NO
a. Individuals and groups (or roles) to which the public relations unit must relate have been identified within each unit of the organization.	☐	☐
b. The public relations unit contacts each of the designated individuals and groups on a regular basis.	☐	☐
c. The public relations unit conducts in-service training, formal or informal, intended to assist the specified unit representative in understanding, valuing and using public relations.	☐	☐

23. Procedures for determining what kind of information should be supplied to staff with particular emphasis on relative importance and the degree of staff and public interest.

	YES	NO
a. The public relations unit regularly surveys the staff of the organization to establish information needs and priorities.	☐	☐
b. The public relations unit has designated liaison representatives from each major unit of the organization to insure coverage of those units.	☐	☐

24. Selection and judicious use of a variety of means and media for communicating with staff.

	YES	NO
a. The public relations unit publishes a house organ with contents carefully selected to reflect priorities identified by the staff of the organization.	☐	☐
b. The public relations unit has tested all the media available to it (including printed, electronic, and face-to-face meetings) to determine the most effective ways of communicating with the staff of the organization on the following criteria:	☐	☐

Immediate communication <u>to</u> staff
Immediate communication <u>from</u> staff
Substained communication <u>to</u> staff
Substained communication <u>with</u> staff

25. Encouraging, receiving, analyzing, and utilizing feedback.

a. The public relations unit solicits, through formal and informal means (survey, suggestion box, advisory committee, personal contacts, etc.) feedback on its activities, its products, and it purposes, with focus on <u>internal</u> communications.	☐	☐
b. The public relations unit makes periodic studies of information requests, requests filled, requests unfilled, with focus on <u>internal</u> communications.	☐	☐
c. The public relations unit utilizies feedback continuously to modify its operations as necessary.	☐	☐
d. The public relations unit performs a periodic analysis of all feedback with the purpose of evaluating the mission, objectives, activities, and products of the unit.	☐	☐
e. The public relations unit periodically solicits suggestions and criticisms from each unit of the organization concerning internal communications.	☐	☐

	YES	NO
26. **Quality inservice public relations training for the entire staff or membership of the organization.**		
a. The public relations unit has an established public relations inservice training program.	☐	☐
b. The inservice program has contact with every staff person or member of the organization at least once yearly.	☐	☐
c. The inservice program provides for at least one formal inservice public relations training course and/or public relations workshop annually.	☐	☐

VI. PROVISION FOR EXTERNAL COMMUNICATIONS

An effective public relations program must continuously utilize numerous avenues for communications with the public. The external public relations program shall provide for:

	YES	NO
27. **Identification of specific individuals and community groups with whom continuous communications and relationships are required.**		
a. Individuals and groups external to the organization to which the public relations unit must relate have been identified.	☐	☐
b. The public relations unit communicates with or otherwise contacts each of the identified individuals and groups at least monthly and on special occasions.	☐	☐

28. **Procedures for determining what kind of information should be supplied, with particular emphasis on relative importance and the degree of public interest.**

	YES	NO
a. The public relations unit periodically performs an analysis of information provided by the unit to determine whether or not it is representative of major developments in the organization and is being published or broadcast by the media.	☐	☐
b. Major policy changes, key administrative appointments, budgetary allocations and major activities are included in the information and/or news items initiated by the unit.	☐	☐
c. The public relations unit makes periodic studies of information requests from external sources.	☐	☐
d. The public relations unit establishes priorities of recurring information needs from the requests received.	☐	☐
e. Priority information needs are made known within the organization.	☐	☐
f. The public relations unit assures follow-through within the organization on information requests.	☐	☐

29. Selection and judicious use of a variety of appropriate communication media channels in general, and mass media in particular.

	YES	NO
a. The public relations unit maintains records of mass media interest in and use of information concerning the organization.	☐	☐
b. The public relations unit tests its dissemination of information through the various communication techniques and channels by comparing effectiveness of communication accomplishments through different channels.	☐	☐
c. In selecting appropriate communication channels, the public relations unit attempts to capitalize on the particular interests of each of the media.	☐	☐

	YES	NO
30. Encouraging, receiving, analyzing, and utilizing feedback.		
a. The public relations unit solicits, through formal and informal means (survey, advisory committee, personal contacts, etc.), feedback on activities, its products, and its purposes with focus on <u>external</u> communications.	☐	☐
b. The public information unit periodically studies information requests, requests filled, requests unfilled, with focus on <u>external</u> communications.	☐	☐
c. The public relations unit monitors the media for unsolicited comments related to the mission of the organization (editorials, letters to editor, etc.).	☐	☐
d. The public relations unit utilizes external feedback continuously to modify its operations as necessary.	☐	☐
e. The public relations unit analyzes all external feedback frequently for the purpose of evaluating the mission, objectives, activities, and products of the unit.	☐	☐
f. The public relations unit annually solicits suggestions from the media and identified individuals in the organization's external communications channels.	☐	☐
31. Identification and involvement of human resources of the community in general, and the community organizations in particular.		
a. The public relations unit has systematically identified community media, such as the daily and weekly press, television, radio, industrial, business, labor, civic, and religious "house organs," and has identified contact persons who can place copy in those media (reporter, editor, etc.).	☐	☐

	YES	NO
b. The public relations unit has systematically identified community organizations and individuals who have potential ability to assist the organizations.	☐	☐
c. The public relations unit involves organizational resources and resources of the general community in the public relations program.	☐	☐

VII: PROVISION FOR EVALUATION OF PROGRAM PERFORMANCE

32. The organization shall provide for the evaluation of the performance of its public relations program.

Budget provided (see NSPRA Standard 18)
Internal communications feedback (see NSPRA Standard 25)
External communications feedback (see NSPRA Standard 30)

	YES	NO
a. The public relations unit evaluates its activities in relation to its operational plan and the dictates of sound practice on a continuing basis.	☐	☐
b. The public relations program, its objectives, and the degree of attainment of those objectives are evaluated in relation to the organization and its environment at least once annually.	☐	☐

33. The staff or membership of the organization shall be included in any evaluation process.

	YES	NO
a. The staff (or membership) of the organization is consulted in establishing criteria on which to base evaluations.	☐	☐
b. The staff (or membership) of the organization is represented in samples which provide data on which evaluations are based.	☐	☐

	YES	NO

VIII. PROVISION FOR LONG-RANGE PLANNING

34. The organization shall provide for long-range public relations planning.

		YES	NO
a.	The organization has a long-range public relations planning group or committee.	☐	☐
b.	The public relations planning group consists of at least one representative each of (a) the governing body, (b) the executive cabinet, (c) the public relations unit, and (d) the staff (or membership).	☐	☐
c.	The public relations planning group annually projects a three-year plan.	☐	☐
d.	The public relations planning group reviews and makes recommendations annually to the chief executive and/or governing body of the organization.	☐	☐
e.	The review and recommendations include the purposes of the public relations program, the relationship of the public relations unit to the organization and to the community, and the evaluation reports on the public relations unit.	☐	☐

35. The organization shall develop a plan of anticipating, preparing for, and dealing with the public relations aspects of crisis situations.

		YES	NO
a.	The organization has a crisis-situation plan.	☐	☐
b.	The crisis-situation plan identifies the specific responsibilities of the public relations unit, and the specific procedures to be followed.	☐	☐
c.	The public relations unit is represented and recognized on any crisis-situation		

	YES	NO
ad-hoc group, task force, or committee to provide advisory and consultative services.	☐	☐

36. Emphasis shall be given to seeking and developing new and different avenues of communications and relationships.

	YES	NO
a. The public relations unit recommends innovative avenues of communications and relationships for internal communications based on information from its survey of information needs and priorities, its test of media for communication under specified conditions, its feedback on internal communications, and research.	☐	☐
b. The public relations unit recommends innovative avenues of communications and relationships for external communications based on information from its survey of information needs and priorities, its test of media for communication under specified conditions, its feedback on external communications, and research.	☐	☐

NSPRA Professional Standards for Programs

Scoring Worksheet

Instructions: Now that you have marked each item on the evaluation instrument, summarize your responses by transferring them to this work sheet.

	Yes	No
I. 1.	☐	☐
2. a.	☐	☐
b.	☐	☐
c.	☐	☐
3. a.	☐	☐
b.	☐	☐
c.	☐	☐
4. a.	☐	☐
b.	☐	☐
5. a.	☐	☐
b.	☐	☐
c.	☐	☐
d.	☐	☐
Subtotals	—	—
II. 6. a.	☐	☐
b.	☐	☐
Subtotals	—	—
III 7. a.	☐	☐
b.	☐	☐
8. a.	☐	☐
b.	☐	☐
Subtotals	—	—

	Yes	No
IV. A. 9. a.	☐	☐
b.	☐	☐
b.	☐	☐
c.	☐	☐
d.	☐	☐
*10. a.	☐	☐
** b.	☐	☐
† c.	☐	☐
††	☐	☐
‡	☐	☐
‡‡ 11. a.	☐	☐
b.	☐	☐
c.	☐	☐
12. a.	☐	☐
b.	☐	☐
c.	☐	☐
13. a.	☐	☐
b.	☐	☐
Subtotals	—	—
B. 14. a.	☐	☐
b.	☐	☐
c.	☐	☐
d.	☐	☐
15. a.	☐	☐
b.	☐	☐
c.	☐	☐
d.	☐	☐

	Yes	No
16. a.	☐	☐
b.	☐	☐
c.	☐	☐
d.	☐	☐
17. a.	☐	☐
b.	☐	☐
c.	☐	☐
18.	☐	☐
Subtotals	—	—
C. 19. a.	☐	☐
b.	☐	☐
c.	☐	☐
20.	☐	☐
21. a.	☐	☐
b.	☐	☐
Subtotals	—	—
V. 22. a.	☐	☐
b.	☐	☐
c.	☐	☐
23. a.	☐	☐
b.	☐	☐
24. a.	☐	☐
b.	☐	☐

	Yes	No
25. a.	☐	☐
b.	☐	☐
c.	☐	☐
d.	☐	☐
e.	☐	☐
26. a.	☐	☐
b.	☐	☐
c.	☐	☐
Subtotals	—	—
VI. 27. a.	☐	☐
b.	☐	☐
28. a.	☐	☐
b.	☐	☐
c.	☐	☐
d.	☐	☐
e.	☐	☐
f.	☐	☐
29. a.	☐	☐
b.	☐	☐
c.	☐	☐
30. a.	☐	☐
b.	☐	☐
c.	☐	☐
d.	☐	☐
e.	☐	☐
f.	☐	☐

	Yes	No
31. a.	☐	☐
b.	☐	☐
c.	☐	☐
Subtotals	—	—
VII. 32. a.	☐	☐
b.	☐	☐
33. a.	☐	☐
b.	☐	☐
Subtotals	—	—
VIII. 34. a.	☐	☐
b.	☐	☐
c.	☐	☐
d.	☐	☐
e.	☐	☐
35. a.	☐	☐
b.	☐	☐
c.	☐	☐
36. a.	☐	☐
b.	☐	☐
Subtotals	—	—

*Applies only to school districts.
**Applies only to state education associations.
†Applies only to state departments of education with *fewer* than 750 staff members.
††Applies only to state departments of education with *more* than 750 staff members.
‡Applies only to all state departments of education.
‡‡Applies only to local education associations.

After completion of this worksheet, add the number of *Yes* and *No* responses for each major section and place in spaces for subtotals.

Finally, transfer the subtotals to the Program Standards Evaluation Summary.

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NSPRA

Program Standards Evaluation Summary

for_____

Categories of Program Standards	(a) Total Possible Items To Be Met	(b) Items Met	(c) Items Not Met
I. Clear concept of the purposes of the public relations program (Standards 1-5)	13	☐	○
II. Provision for public relations—professional(s) in the organization (Stanard 6)	2	☐	○
III. Relationship of the public relations professional to the governing body, the administration, and the staff of the organization (Standards 7 and 8)	4	☐	○
IV. Provision for adequate resources for the public relations program		☐	○
A. Professional public relations staffing (Standards 9-13)	10 or 12*	☐	○
B. Operating budget and financing (Standards 14-18)	16	☐	○
C. Development of factual information (Standards 19-21)	6	☐	○
V. Provision for internal communications (Standards 22-26)	15	☐	○
VI. Provision for external communications (Standards 27-31)	20	☐	○
VII. Provision for evaluation of program performance (Standards 32 and 33)	4	☐	○
VIII. Provision for long-range planning (Standards 34-36)	10	☐	○
Items to be met	100 or 102**		
Items met			
Items not met			

*School districts and state education associations have 10 items. State departments of education and local education associations have 12.

**School districts and state education associations have 100 items. State departments of education and local education associations have 102.

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Background of the Development of Evaluation Instrument for Educational Public Relations Programs

The National School Public Relations Association, with assistance from a special ad hoc committee and a Task Force on Standards, began the development of standards for educational public relations programs and professional personnel in October 1966. Each set of standards was officially adopted by NSPRA Executive Boards early in 1968 and 1969. At that time, work was begun to develop the Evaluation Instrument, based upon the Standards for Educational Public Relations Programs.

Howard O. Merriman, executive director of the Department of Evaluation and Research for the Columbus, Ohio, Public Schools, completed the draft of the Evaluation Instrument. Just as extensive field testing and feedback techniques had been employed by the ad hoc committee and the Task Force on Standards from the beginning years of their study, so the Evaluation Instrument was subjected to careful scrutiny before the final document was printed and distributed. NSPRA members and other educators from broad sections of the country contributed to the final form of the Instrument.

Those individuals who served on the original ad hoc committee were: Joseph L. Davis, assistant superintendent for special services, Columbus, Ohio, Public Schools (chairman); Frank M. Harlacher, Jr., coordinator, public information and publications, Washington County Board of Education, Hagerstown, Maryland, and Thomas E. Robinson, then president of Glassboro State College in Glassboro, New Jersey.

During the four-year period beginning in 1967 until 1971, Lewis R. Applegate, director of public relations for the New Jersey Education Association, Trenton, served as chairman of the Task Force on Standards. He was joined at various times by the following Task Force members: Jospeh L. Davis; Daniel K. Hess, then director of information services, Aurora, Illinois, Public Schools, West Side; Joy Reese Shaw, director of public information, Dade County, Florida, Public Schools, Miami; and Ann Weizenegger, director of public information, Green Bay, Wisconsin, District Public Schools.

A subcommittee of the Task Force developed another important NSPRA document, "Ethics for Educational Public Relations." Daniel Hess was chairman of the subcommittee. Working with him were Charles C. Campbell, then administrative assistant to the superintendent of schools, Columbia, Missouri, Public Schools; and Thomas E. Robinson.

Acting as consultant for the three study groups was Dee Preusch, NSPRA director of professional development.

Appendix

Standards for Educational Public Relations Programs

Educational public relations is a planned and systematic two-way process of communication between an educational organization and its internal and external publics. Its program serves to stimulate a better understanding of the role, objectives, accomplishments, and needs of the organization. Educational public relations is a management function which interprets public attitudes, identifies the policies and procedures of an individual organization with the public interest, and executes a program of action to encourage public involvement and to earn public understanding and acceptance.

For the purposes of these public relations program standards, the term "educational organization" includes school districts; community colleges; and national, regional, state, or local associations and agencies.

I. Clear concept of the purposes of the public relations program

1. The educational organization shall commit to writing a clear and concise policy statement with respect to its public relations program.

2. The policy statement shall be approved through formal action of the governing body of the organization, shall be published in its policy manual, and shall be subjected to review by the governing body annually.

3. The policy statement shall express the purposes of the organization's public relations program and shall provide for the delegation of such authority to the executives of the organization as deemed necessary to facilitate the achievement of such purposes.

4. The provisions of the policy statement shall be made known to the entire staff or membership of the organization through all appropriate means. As a minimum, the provisions shall be published in the personnel handbook or other publications of the organization.

5. Commitment to the achievement of the purposes of the organization's public relations policy shall be demonstrated through the allocation of adequate human and financial resources to the public relations program.

II. Provision for public relations professional(s) in the organization

6. Recognition of public relations as a management function of primary importance shall be demonstrated through the existence of a public relations unit in the organization staffed by professional public relations personnel.

III. Relationship of the public relations professional to the governing body, the administration, and staff of the organization

7. The executive officer in charge of a public relations unit shall be directly responsible to the chief executive of the organization and shall be a full participating member of his administrative cabinet.

8. The public relations unit of an organization shall function in a counseling capacity to the governing body of the organization and its entire staff or membership.

IV. Provision for adequate resources for the public relations program

A. Professional public relations staffing

A major requirement for a public relations program is staff to develop and carry out that program. Major professional public relations staffing standards (in addition to adequate supporting staff) shall include:

9. Sufficient staff to accomplish the objectives of an organization and to cope with the variety of conditions and problems inherent in specific total programs.

10. As a general rule, a minimum allocation of full-time professional public relations staff shall be as follows for:

a. School district only, based upon size of student enrollments

One or more for up to 24,999 pupils
Two or more for 25,000 to 49,999 pupils
Three or more for 50,000 to 99,999 pupils
Five or more for 100,000 and over

b. State education association only, based upon number of members

One for 1,000 to 5,000 members
Two for 5,000 to 10,000 members
Three for 10,000 to 20,000 members
Four for 20,000 to 30,000 members
Five for 30,000 to 40,000 members
Six for 40,000 members and over

(A state association public relations staff member is anyone who is spending a majority of his time carrying out his public relations responsibilities. These are minimum staff requirements and shall be increased in relation to the number of local associations served and/or for state associations having extensive service programs.)

c. State department of education only, based upon total state department staff

(1) At least one full-time professional public relations specialist no matter what is the size of the staff.

(2) A minimum staff for a quality PR program for an average size state department of 750 to 1,000 staff members should consist of the following professional staff members:

(a) director
(b) writer
(c) graphic arts specialist
(d) editor to handle publication not of a PR nature

(3) The professional staff listed above should have or include at least one specialist in each of the following areas, or have access to such contract services.

(a) news media relations
(b) design and layout of publications
(c) photography
(d) art
(e) broadcast media and film (electronic media)
(f) working with local school districts to assist them in their communication programs
(g) producer of periodicals requiring journalistic skills (with deadlines involved)

11. Local education association only. Local education associations shall seek professional public relations assistance from state and national affiliates and when necessary shall have additional qualified public relations assistance on either a full-time or part-time basis.

12. The public relations staff and consultants shall meet NSPRA's Standards for Educational Public Relations Professionals.

13. Provision shall be made for continuous quality public relations training and development of the members of the professional public relations staff.

B. Operating budget and financing

Operating budgets shall include sufficient funds for the public relations services and programs recommended in these Standards. Provision for financing should be based on such factors as enrollment, membership, total operational expenditures, and special communication needs of the organization. Major public relations services to be financed, other than staff, shall include:

14. Materials and equipment

15. Facilities

16. Technical services--publications, advertising, audiovisual, radio, television, etc.

17. Professional growth activities

18. Research and evaluation.

C. Development of factual information

A reservoir of factual information is essential to the public relations program. This requires a systematic process for providing dependable information for the communications and public relations functions.

19. The organization shall maintain a research program providing information about curriculum, finance, construction, legislation, innovations, staffing, teacher-board relations, population trends, public opinion, and other major areas of concern.

20. The public relations unit shall have immediate access to all research information.

21. The public relations unit shall have authority to initiate or suggest pertinent research studies.

V. Provision for internal communications

A sound and effective system of internal communications is a vital part of the public relations program. This system shall provide for:

22. Identification of specific individuals and groups within an organization with which continuous communications and relationships are required.

23. Procedures for determining what kind of information should be supplied to staff with particular emphasis on relative importance and the degree of staff and public interest.

24. Selection and judicious use of a variety of means and media for communicating with staff.

25. Encouraging, receiving, analyzing, and utilizing of feedback.

26. Quality inservice public relations training for the entire staff or membership of the organization.

VI. Provision for external communications

An effective public relations program must continuously utilize numerous avenues for communications with the public. The external public relations program shall provide for:

27. Identification of specific individuals and community groups with whom continuous communications and relationships are required.

28. Procedures for determining what kind of information should be supplied, with particular emphasis on relative importance and the degree of public interest.

29. Selection and judicious use of a variety of appropriate communication media and channels in general, and mass media in particular.

30. Encouraging, receiving, analyzing, and utilizing of feedback.

31. Identification and involvement of human resources of the community in general, and the community organizations in particular.

VII. Provision for evaluation of program performance

32. The organization shall provide for the evaluation of the performance of its public relations program.

33. The staff or membership of the organization shall be included in any evaluation process.

VIII. Provision for long-range planning

34. The organization shall provide for long-range public relations planning.

35. The organization shall develop a plan for anticipating, preparing for, and dealing with the public relations aspects of crisis situations.

36. Emphasis shall be given to seeking and developing new and different avenues of communications and relationships.

Standards for Educational Public Relations Professionals

An educational public relations professional is a person who performs public relations functions in a staff or executive capacity with an educational organization.

An educational organization, as defined by the NSPRA Standards for Educational Public Relations Programs, includes school districts; community colleges; and national, regional, state, or local associations and agencies.

Executive is defined to mean the person in charge of the public relations program, public relations department, or public relations division in the organization in a public relations position under the public relations executive.

Staff is defined to mean anyone employed in the organization in a public relations position under the public relations executive.

The NSPRA Standards for Educational Public Relations Professionals have been developed for the following purposes:

(1) To elevate the profession of educational public relations.

(2) To provide professional development and guidance to the educational public relations professional.

(3) To provide assistance to administrators of educational organizations seeking to recruit competent public relations professionals.

(4) To provide assistance to institutions of higher learning in establishing and improving curricula for the training of educational public relations professionals.

I. General Standards

General standards for an educational public relations professional shall include:

A. Understanding and acceptance of the role of education in a free society.

B. Understanding and acceptance of the role and social responsibility of public relations for all educational institutions, organizations, and agencies in a free society.

C. Commitment to the improvement of educational opportunity for all.

D. Professional performance and ethical behavior in educational public relations as described in NSPRA's Ethics for Educational Public Relations.

II. Specific Standards

Specific standards for an educational public relations professional shall include: (A) Professional preparation, (B) Experience, (C) Demonstrated ability, and (D) Professional growth and development.

A. Professional Preparation

Standards for professional preparation shall include:

1. Minimum of a Bachelor's Degree from an accredited college or university.

2. Study in the area of communications, including courses such as public relations, journalism, speech, marketing, advertising, graphic arts, radio, television, and writing.

3. Study in at least two of the following areas:

   a. Behavioral sciences--courses such as sociology, political science, psychology, and public administration.

   b. Education--courses such as school curriculum, methods of teaching, educational psychology, philosophy of education, school administration, and educational public relations.

   c. Related disciplines--courses and combinations or portions of courses which cover the public relations content not specifically included under communications, behavioral sciences, and education.

B. Experience

Standards for experience shall include at least one or a combination of the following:

1. Two years' full-time experience in an executive public relations responsibility with an educational organization.

2. Three years' full-time experience (or the equivalent time) in a staff public relations responsibility with an educational organization.

3. Three years' full-time experience in an executive public relations responsibility with an organization outside the area of education, plus one year in a professional capacity with an educational organization.

4. Four years' full-time experience in a staff public relations responsibility with an organization outside the area of education, plus one year in a professional capacity with an educational organization.

5. Four years' full-time experience in mass communications (press, radio, television, etc.) with news, editorial, or program responsibilities, plus one year in a professional capacity with an educational organization.

6. Five years' full-time experience in a professional capacity, plus one year in a full-time public relations responsibility, with an educational organization.

7. Three years' full-time experience as a college teacher of school public relations or related communications courses, plus either one year in a full-time public relations responsibility with an educational organization or three years of public relations consultant experience to educational organizations.

C. Demonstrated Ability

Standards for demonstrated ability shall include, in general, a working knowledge of comprehensive internal and external public relations programs, a mastery of basic communication skills, and a sensitivity to the importance of two-way communication. Specifically, the educational public relations professional shall demonstrate these abilities through six or more of the following:

1. Employing effective human relations practices in the performance of public relations responsibilities.

2. Perceiving, identifying, and determining the implications of educational public relations problems.

3. Creating, proposing, and conducting activities designed to solve educational public relations problems.

4. Conducting continuous public relations activities that depend upon the nature, structure, and functions of mass media.

5. Planning, developing, and executing specific public relations projects essential to campaigns, interpretation of innovations, or other major activities.

6. Planning, developing, and using feedback processes, including opinion surveys.

7. Identifying and working with elements of power structures.

8. Identifying and working with individuals and citizens groups in the development and execution of the organization's program.

9. Involving staff and/or members of the organization in the development and execution of the organization's public relations program.

D. Professional Growth and Development

Standards for professional growth and development require that the educational public relations professional continue to refine his skills and expand his knowledge through:

1. Participating in recognized public relations seminars, conferences, workshops, and institutes.

2. Maintaining membership and participation in professional public relations associations and societies.

3. Pursuing additional study beyond Bachelor's Degree requirements in the areas listed under "Professional Preparation" (Standard II-A above).

4. Reading, researching, writing, speaking, and consulting in public relations.

Ethics for Educational Public Relations

FOREWORD

In July 1969, the president of the National School Public Relations Association appointed a subcommittee of the Task Force on Standards to study educational public relations ethics and professional practices.

During the study, it became evident to the subcommittee that the educational public relations profession was growing in both numbers and importance. It became even more apparent that a statement on ethics and professional practices should be drafted.

It was recommended by the subcommittee that this statement should serve two purposes. It should outline the basic public relations principles to be followed by every person in education and should also identify those guidelines to be followed by the educational public relations professional.

The Preamble, therefore, applies to all educators, all of whom are engaged in some manner with public relations responsibilities.

The Code of Ethics is designed to apply to the public relations professional with major responsibility for public relations.

PREAMBLE

Every educational organization* has its many, varied publics with which it must maintain effective relations. Public relations must be an integral part of the total education enterprise, and everyone within that enterprise must recognize his public relations functions, responsibilities, and ethical obligations. Because all educational public relations must

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*An educational organization, as defined by the NSPRA Educational Public Relations Standards for Programs, includes school districts; community colleges; and national, regional, state, or local education associations and agencies.

be founded upon certain basic precepts, we believe public relations practices should reflect the high ethical standards established by the National School Public Relations Association.

All persons in education, we believe, must accept a general responsibility for the development of effective public relations. In accordance with this general responsibility they must:

- Seek continuously the improvement of educational opportunities for all children, youth, and adults.
- Strive for professional growth and self-improvement.
- Strive, within the area of their particular responsibilities, to enhance the communication concepts and expand the activities leading to more effective interpretation of the objectives, accomplishments, problems, and needs of education.
- Utilize the growing number of resources and techniques of proven value in the field of public relations.
- Be loyal to public relations ideals and practices and also to the best interests of the organization they serve, striving constantly to harmonize the two loyalties.
- Maintain high standards of personal and professional conduct, guided in all activities by truth, accuracy, fairness, and good taste.
- Hold themselves accountable for the truth, accuracy, fairness, good taste, and general objectivity of their public utterances, both written and spoken.
- Preserve the confidentiality of data which have been given under conditions of trust and promise.

CODE OF ETHICS

These ethics for the educational public relations professional have been adopted by the National School Public Relations Association to promote and maintain the highest standards of personal and professional behavior and practice; to reaffirm that educational public relations is regarded as a profession; and to instill increasing public confidence in the integrity of the educational communications professional. These principles of ethics are not laws but standards by which an individual professional may determine the propriety of his conduct and relationships with each colleague, member of other professions, and with the many publics he serves.

SECTION I

The public relations professional with all his publics shall be guided constantly by truth, accuracy, good taste, and fairness.

A. He shall honor a system of fairness and good judgment in the release of

educational information to the news media.

B. He shall not intentionally disseminate misinformation. The unintentional release of misinformation shall be immediately rectified.

C. He shall do nothing to lessen the personal reputation upon which his professional effectiveness rests.

D. He shall do nothing to lessen the reputation of the organization.

Section II

The public relations professional shall give his primary loyalty and support to the educational organization which employs him, but he shall insist on the right to give advisory counsel in accordance with public relations ideals and practices.

A. A public relations professional shall, whenever possible, cooperate with other educational organizations or groups so long as his association with such groups does not cause major continuing conflict with his primary responsibility to his own organization.

B. The public relations professional shall notify his employer when policies or activities of the organization place him in an untenable position and when his employment forces him to promote activities in opposition to the principles of this Code.

Section III

The public relations professional shall be especially aware of the influence he wields, and he shall neither promise nor grant unprofessional advantages to those having special ties or relationships with him.

A. He shall be especially careful, as a member of a staff with special skills and information, in providing services of a political nature for persons aspiring to elected educational positions.

B. The rights of a public relations professional to exercise his privileges as a citizen and to use his special skills outside his hours of employment, in ways not adverse to the special interest of the employing agency, shall not be abridged.

C. A public relations professional in a position to exercise influence on his own organization's policies and decisions shall refrain from accepting special gratuities.

D. He shall not use for personal gain, except with the express permission of the employing organization, any of the facilities or materials which are provided for him in his employment.

E. He shall avoid any derogatory acts or utterances designed to affect the employment of another professional.

Section IV

The public relations professional shall recognize that his effectiveness now and in the future is dependent in a large degree upon his own personal integrity and regard for the ideals of the profession as exemplified in this Code.

A. He shall not misrepresent his professional qualifications.

B. He shall in all of his activities faithfully observe copyright laws and shall give due credit to those individuals whose thoughts and words are borrowed and used.

C. He shall cooperate with his professional colleagues to uphold and enforce this Code.

Constitution and Bylaws
National School Public Relations Association

Constitution

Article I - Name. The name of this organization shall be the National School Public Relations Association. The National School Public Relations Association shall be an Associated Organization of the National Education Association of the United States.

Article II - Purposes and Limitations. Section 1. The purpose of the National School Public Relations Association shall be to serve the citizenry of the Nation by promoting a better understanding of the objectives, accomplishments, and needs of the schools of the United States. The Association seeks to accomplish its purpose: (1) by encouraging the use of sound public relations procedures by all those at work in the schools of America; (2) by placing before the public facts and viewpoints which will lead to a better understanding, appreciation, and support of their schools; (3) and by developing materials that will assist the schools of the Nation in building an increased public understanding of the role of education.

Section 2. The Association shall at all times be operated on a nonprofit basis and shall engage exclusively in activities consistent with its purpose and with its status as an organization described in Section 501 (c) (3) of the Internal Revenue Code as now or hereafter amended, or any statutory provisions superseding or succeeding said Section 501 (c) (3), and without limitation shall not devote any of its activities to political campaign efforts on behalf of any candidate for public office and shall not devote any substantial part of its activities to attempting, by propaganda or otherwise, to influence legislation.

No part of the net earnings of the Association shall inure to the benefit of any member, sponsor, donor, creator, trustee, officer, employee, or, without limitation, any other private individual or to the benefit of any corporation,

organization, any part of the net earnings of which inure to the benefit of any private individual or any substantial part of the activities of which is carrying on propaganda or otherwise attempting to influence legislation; provided, this shall not prevent payment of reasonable compensation for services actually rendered to or for the Association in effecting its purposes.

The Association shall not divert any part of its income or corpus to any member, sponsor, donor, creator, trustee, officers, or employees, by lending any part of its income or property without the receipt of adequate security and a reasonable rate of interest; by paying any compensation in excess of reasonable allowance for salaries, or other compensation for personal services actually rendered; by making any purchase of security or other property for more than adequate consideration for money or money's worth; by selling any substantial part of its securities or other property for less than adequate consideration for money or money's worth; or by engaging in any other transaction which, either directly or indirectly, results in such diversion of its income or property. The Association shall not make any accumulation of its income unreasonable in amount or duration, or use any income for purposes other than the objects hereinbefore set forth or invest income in any manner as to jeopardize the fulfillment or carrying out of its objects. In general, the Association shall not act in any way or engage in any activity which might affect its right to full tax exemption or the right of donors to the Association to full tax deduction of their contributions to the Association, and the Association shall be so operated as to be entitled to and receive all tax exemptions, federal or local, which may from time to time be granted to charitable, scientific, or educational associations or foundations.

Article III - Membership. Section 1. Any person shall be eligible to apply for Active Membership who carries out special public relations responsibilities in a public or private educational institution, or in a local, regional, state, or national education agency or association; or who is a higher-education-institution administrator or teacher directly involved in preparing persons for careers in educational administration or educational communication.

Section 2. Any person who is actively interested in advancing the cause of education but who is not eligible for Active Membership may become an Associate Member and shall be entitled to all the rights and privileges except the right to vote and hold office.

Article IV - Officers. Section 1. Officers of this Association shall be a President; a President-Elect (who shall become President after one year's service as President-Elect); a Vice-President at Large; six other Vice-Presidents distributed geographically in the Northeast, Southeast, North Central, South Central, Northwest, and Southwest sections of the United States and the Territories; and an Executive Director. The President, President-Elect, and the seven Vice-Presidents shall constitute the Executive Board. (The Northeast area shall include: Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, District of Columbia. The Southeast area shall include: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia, Puerto Rico, Virgin Islands. The North Central area shall include: Illinois, Indiana, Iowa, Michigan, Minnesota, North Dakota, Ohio, South Dakota, Wisconsin. The South

Central area shall include: Arkansas, Kansas, Louisiana, Missouri, Nebraska, Oklahoma, Texas. The Northwest area shall include: Alaska, Idaho, Montana, Oregon, Washington, Wyoming. The Southwest area shall include: Arizona, California, Colorado, Hawaii, Nevada, New Mexico, Utah.)

Section 2. The Executive Director and the Vice-President at Large shall be selected by the Executive Board.

Section 3. The President-Elect shall hold office for a period of one year, beginning the first Sunday after the Association's Annual Meeting following his election as President-Elect, and shall become President one year later, beginning on the first Sunday after the Association's Annual Meeting. The President shall hold office for the period of one year. Elected Vice-Presidents shall hold office for two years, beginning on the first Sunday after the Association's Annual Meeting following their election, three retiring each year. Vice-Presidents from the Southeast, South Central, and Northwest areas shall be elected in the even calendar years, and Vice-Presidents from the Northeast, North Central, and Southwest areas shall be elected in the odd calendar years. No elective officer shall serve in the same capacity for more than two consecutive terms.

Section 4. The Vice-President at Large shall hold office for a period of one year beginning the first Sunday after the Association's Annual Meeting following his selection by the Executive Board. He may, however, be re-appointed to an additional term of office except that he shall not serve in the office for more than two consecutive terms.

Article V - Election of Officers. Section 1. The election of the President-Elect and the three Vice-Presidents to succeed those whose terms are expiring shall be conducted by mailing an annual ballot to all Active Members of the Association. The three Vice-Presidents, however, shall be elected only by members within their respective geographic areas. A resident of any state which has had one of its members serving as a Vice-President for the immediately preceding two terms of office shall be ineligible for election as a Vice-President. The ballot shall be mailed on or before March 10 and returned not later than midnight of March 31. The person who receives the plurality in the ballot for each office shall be declared elected by the Executive Board. In case of a tie, the successful candidate shall be determined by ballot of the Executive Board. On or before July 1 the Board of Tellers shall officially certify and announce the results of the election.

Section 2. A Nominating Committee appointed by the President shall present a slate of not more than two candidates for each elective office.

Article VI - Meetings. Meetings of this Association shall be held at such times and places as shall be determined by the Executive Board of the Association. One of these meetings shall be designated by the Executive Board as the Annual Meeting. The Active Members present at the Annual Meeting shall constitute a quorum for the conduct of business. Notice of this meeting shall be sent to all Members.

Article VII - Standing Committees. The Standing Committees of this Association shall consist of a Nominating Committee, an Audit Committee, and a Board

of Tellers of not less than three Members each. Other committees may be authorized by the Executive Board or by the Association from time to time. Committees shall serve for one year.

Article VIII - Dissolution. Upon dissolution, all of the assets of the Association shall be turned over to such nonprofit tax-exempt charitable, scientific, or educational organization as the final Executive Board of the Association shall select.

Article IX - Amendments. This Constitution may be amended by a two-thirds vote of the Active Members present at any Annual Meeting of the Association, or by a two-thirds vote of Active Members voting by mail ballot, provided the proposed amendment shall have been approved by the Executive Board and submitted to the membership at least thirty days prior to the Annual Meeting or the mail ballot.

Bylaws

Article I - Duties of Officers. Section 1. It shall be the duty of the President to preside or to arrange for presiding officers at all meetings and in conjunction with the Executive Board to prepare programs for the Annual and other meetings of the Association, and to appoint all committees not otherwise provided for. He shall be chairman and a member of the Executive Board and shall call meetings of this Board whenever he deems it necessary or whenever he is requested to so do by a majority of the membership of the Board. He shall perform all other duties commonly associated with his office.

Section 2. The President-Elect shall preside at meetings in the absence of the President. In case of vacancy in the office of President, the President-Elect shall at once succeed to the office of President to fill out the unexpired term, and shall continue to serve as President for the full term to which he has been elected.

Article II - Duties of the Executive Director. The Executive Director shall keep a complete and accurate record of the proceedings of all meetings of the Association and all meetings of the Executive Board; shall conduct the business of the Association as provided by the Constitution and Bylaws; and in all matters not definitely prescribed therein be under the direction of the Executive Board, and in the absence of direction by the Executive Board, shall be under the direction of the President. He shall receive all moneys due the Association and, subject to the direction or regulations of the Executive Board, deposit such moneys or invest them in securities. Furthermore, the Executive Director, upon approval of the Executive Board, is authorized to make such business arrangements with the National Education Association relative to insurance, retirement, payrolls, and such other transactions as are feasible, practical, and mutually acceptable. Consistent with an annual budget approved by the Executive Board, he shall approve the payment of bills and make such other expenditures as are necessary for the conduct of the business of the Association. He shall be secretary of the Executive Board and custodian of all property of the Association. He shall submit an annual report to the Executive Board at each annual meeting. He shall serve during the pleasure of the Executive Board.

Article III - Duties of Committees. Section 1. The Executive Board shall assist the President in arranging for meetings, shall authorize the appointment of committees, and shall formulate the policies for the program and services of the Association.

Section 2. The Audit Committee shall make its report at the next Annual Meeting following its appointment.

Article IV - Dues. The dues of this Association shall be $15 per year for both Active and Associate Members.

Article V - Chapters. Section 1. The Executive Board may establish Chapters of the Association on petition of ten or more Members in good standing in a given area. In each instance, the exact territory of Chapter jurisdiction shall be determined by the Executive Board. Chapter members shall be Members of the national Association. Chapters may establish dues for their members in addition to the dues paid to the national Association. Chapters shall elect their own officers. Bylaws of each Chapter shall be approved by the Executive Board of the Association before adoption by the Chapter. Amendments to the Bylaws of a Chapter must be approved by the Executive Board of the national Association to become effective. A Member may belong to and vote in only one local (city, county, or area) Chapter, although dual membership in a local and a statewide Chapter is permissible. Membership may be transferred from one Chapter to another if approved by the latter Chapter.

Section 2. Upon evidence of Chapter inactivity for a period of two consecutive years, the Executive Board of the Association has the authority to revoke the Chapter charter.

Article VI - Vacancies. All vacancies occurring in any office other than that of President or President-Elect shall be filled by the Executive Board. Vacancy in the office of President-Elect caused by the succession of the President-Elect to the Presidency, as provided in Article I, Section 2, shall remain unfilled until the first Sunday after the Association's Annual Meeting. In all other cases, vacancy in the office of President-Elect shall be filled by a special election conducted in the same manner that the Constitution provides for holding the annual election of officers.

Article VII - Rules of Order. Robert's Rules of Order (revised) shall govern in all business meetings of this Association in all cases to which they are applicable and in which they are not inconsistent with the Constitution and Bylaws of this Association.

Article VIII - Amendments. These Bylaws may be amended by a majority vote of the Active Members present at any Annual Meeting of the Association, or by a majority vote of Active Members voting by mail ballot, provided the proposed amendment shall have been approved by the Executive Board and submitted to the membership at least thirty days prior to the Annual Meeting or the mail ballot.